

RESPONSE

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POINT

Until the rise of the infiltration tactics (and the use of tanks by the allies) in the latter part of WWI, neither the 19th century nor the 20th century commanders were able to evolve effective tactical penetration maneuvers that could offset the massive increase in weapon lethality developed during this same period.

WHY

The aristocratic tradition, the top-down command and control system, the slavish addiction to the "Principle of Concentration", and the drill regulation mind-set all acted together to restrict any imagination, initiative, and adaptability needed to evolve the indistinct-irregular-mobile tactics that could counter the increase in weapons lethality.

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WORLD WAR I

Infiltration Tactics

Action

- Brief but intense artillery bombardment, that includes gas and smoke shell, to disrupt/suppress defenses and obscure the assault.
- Stosstruppen (small teams or squads of thrusttroops equipped with light machineguns, mortars, etc.) thrust forward close behind rolling artillery barrage, without any "effort to maintain a uniform rate of advance or align formations." Instead, as many tiny, irregular swarms spaced in breadth and echeloned in depth, they seep or flow into any gaps or weaknesses they can find in order to drive deep into adversary rear.
- Kampfgruppen (small battlegroups consisting of infantry, machinegunners, mortar teams, artillery observers and field engineers) follow-up to cave-in exposed flanks and mop-up isolated centers of resistance from flank and rear.
- Reserves and stronger follow-on echelons move through newly created breaches to maintain momentum and exploit success, as well as attack flanks and rear to widen penetration and consolidate gains against counterattack.

Idea

- Hurl strength (echeloned in great depth), via an irruption of many thrusts, thru weaknesses along (many) paths of least resistance to gain the opportunity for breakthrough and envelopment.

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IMPRESSION

- Infiltration tactics a la Ludendorff seem to be similar in nature to Irregular or Guerrilla tactics a la Lawrence.
- Why? Both stress clouded/distorted signatures, mobility and cohesion of small units as basis to insert an amorphous yet focused effort into or thru adversary weaknesses.

SOVIET REVOLUTIONARY STRATEGY
(a la Lenin/Stalin)

Tasks

- Employ agitation and propaganda in order to exploit opposing tendencies, internal tensions, etc. Object is to bring about a crisis, to make revolution ripe as well as convince masses that there is a way-out. This is accomplished when the vanguard is able to:
 - Fan discontent/misery of working class and masses and focus it as hatred toward existing system.
 - Cause vacillation/indecision among authorities so that they cannot come to grips with existing instability.
 - "Confuse other elements in society so that they don't know exactly what is happening or where the movement is going."
 - Convince "proletariat class they have a function--the function of promoting revolution in order to secure the promised ideal society."
- Concentrate "the main forces of the revolution at the enemy's most vulnerable spot at the decisive moment, when the revolution has already become ripe, when the offensive is going full-steam ahead, when insurrection is knocking at the door, and when bringing the reserves up to the vanguard is the decisive condition of success." To quote Lenin on paraphrasing Marx and Engels:
 - "Never play with insurrection, but, when beginning it, firmly realize that you must go to the end."
 - "Concentrate a great superiority of forces at the decisive point, at the decisive moment, otherwise the enemy, who has the advantage of better preparation and organization, will destroy the insurgents."
 - "Once the insurrection has begun, you must act with the greatest determination, and by all means, without fail, take the offensive. 'The defensive is the death of an armed rising.'"
 - "You must try to take the enemy by surprise and seize the moment when his forces are scattered."
 - "You must strive for daily successes, even if small (one might say hourly, if it is the case of one town), and at all costs retain the 'moral ascendancy.'"

MODERN GUERRILLA CAMPAIGN

Action

- Capitalize on discontent and mistrust generated by corruption (real or imagined), exploitation, oppression, incompetence, and unwanted presence of existing regime to evolve a common cause or unifying theme as basis to organize and maintain mass popular support through a militant political program.
- Set-up administrative and military organization, sanctuary and communications network under the control of the guerrilla political leadership without arousing regime's intelligence and security apparatus. Build-up a shadow government, or "parallel hierarchy", in localities and regions that can be made ripe for insurrection/revolution by infiltrating cadres (vanguards) who can not only subvert existing authority but also convert leaders and people to guerrilla cause and organizational way.
- Exploit subversion of government and conversion of people to guerrilla cause to create an alien atmosphere of security and intelligence in order to "blind" regime to guerrilla plans, operations, and organization yet make "visible" regime's strengths, weaknesses, moves, and intentions.
- Shape propaganda, foment civil disorders (such as rallies, demonstrations, strikes, and riots), use selected terrorism, perform sabotage, and exploit resulting misinformation to expand mistrust and sow discord thereby magnify the appearance of corruption, incompetence, etc., and the inability of regime to govern.
- Employ tiny cohesive bands for surprise hit-and-run raids against lines of communications to gain arms and supplies as well as disrupt government communication, coordination, and movement. Retreat and melt into environment when faced by superior police and armed forces.
- Disperse or scatter tiny guerrilla bands to arouse the people (and gain recruits) as well as harass, wear-out, and spread-out government forces while larger bands, or mobile formations, concentrate to wipe-out his dispersed, isolated, and relatively weak fractions by sudden ambush or sneak attack.
- Play upon the grievances and obsessions of people (via propaganda, re-education, and selected successes) as well as encourage government to indiscriminately take harsh reprisal measures against them in order to connect the government with expanding climate of mistrust, discord, and moral disintegration. Simultaneously, show (by contrast) that guerrillas exhibit moral authority, offer competence, and provide desired benefits in order to further erode government influence, gain more recruits, multiply base areas, and increase political infrastructure hence expand guerrilla influence/control over population and countryside.
- Demonstrate disintegration of regime by striking Cheng/Ch'i fashion, with small fluid bands and ever larger mobile formations, to split-up, envelop, and annihilate fractions of major enemy forces.

Idea

- Defeat existing regime politically by showing they have neither the moral right nor demonstrated ability to govern and militarily by continuously using stealth/fast-tempo/fluidity-of-action and cohesion of small bands and larger units in cooperation with political "agitprop" (agitation/propaganda) teams as basis to harass, confuse and ultimately destroy the will or capacity to resist.

MODERN GUERRILLA CAMPAIGN

Key to Success

- Ability to continuously demonstrate government weakness, erode government influence, and cause government to alienate itself from people.
- Support of people (both psychological and physical) for intelligence, recruits, shelter, transportation, refuge, food, money and medical aid.
- Access to (more or less permanent) safe sanctuaries or base areas and/or fluid bases that can be shifted from place to place, away from enemy forces--in order to rest, recuperate, repair materiel, etc., as well as indoctrinate, train, and equip recruits.
- Use of stealth/fast-tempo/fluidity-of-action coupled with cohesion of guerrilla bands as basis for:
 - dispersion, to arouse people, to avoid adversary strength, and to force government to thin-out, or disperse, its strength;
 - concentration, to hit and wipe-out isolated fractions;
 - shifting of effort (in these as well as other activities), in order to gain and keep initiative.

MESSAGE

- Blitz and Guerrillas, by being able to operate in a directed, yet more indistinct, more irregular, and quicker manner than their adversaries, can:
 - Repeatedly concentrate or disperse more inconspicuously and/or more quickly from or to lower levels of distinction (organizational, operational, and environmental) without losing internal harmony, as well as,
 - Repeatedly and unexpectedly infiltrate or penetrate adversaries' vulnerabilities and weaknesses in order to splinter, isolate or envelop, and overwhelm disconnected remnants of adversary organism.

or put another way

- Blitz and Guerrillas, by operating in a directed, yet more indistinct, more irregular, and quicker manner, operate inside their adversaries' observation-orientation-decision-action loops or get inside their mind-time-space as basis to penetrate the moral-mental-physical being of their adversaries in order to pull them apart and bring about their collapse.

UNDERLYING IDEA

- Such amorphous, lethal, and unpredictable activity by Blitz and Guerrillas make them appear awesome and unstoppable which altogether produce doubt, uncertainty, mistrust, confusion, disorder, fear, panic, ... and ultimately collapse -- a notion implied by Sun Tzu around 400 B.C. and more recently recognized by J.F.C. Fuller after observing the impact of Ludendorff's infiltration tactics in 1918.

COUNTER-BLITZ

(Variation of German Experiences During WWII)

Posture

- Emphasize intelligence, reconnaissance (air and ground) and set-up screen of forward outposts and patrols to report on adversary activity and warn of any impending or actual incursions.
- Deploy, disperse, and frequently redeploy/redisperse reconnaissance and mobile anti-tank/infantry/armored teams together with artillery in region behind screen, so that they can mask dispositions, as well as move inconspicuously/quickly to focus and shift local main efforts against adversary thrusts.
- Place armored teams, as mobile reserve, in echelon behind recce, anti-tank/infantry/armor and artillery so that they can easily focus effort, and quickly move-in to decapitate any local breakthrough -- or push-off for a Blitz counterstroke.

Action

- Employ air and fast moving mobile/armored reconnaissance teams to determine direction/strength of thrusts and to continuously harass by repeated delaying actions and hit-and-run attacks in order to slow momentum and erode cohesion of Blitz attack.
- Inconspicuously move-in with high speed mobile anti-tank/infantry/armored teams, together with air and artillery support, to strengthen favorable sectors. Hit adversary thrusts and resupply efforts with ambushes and with repeated sudden/sharp flank and rear counter-thrusts to channel as well as drain-away momentum and break-up cohesion of Blitz thrusts.
- Concentrate swift armored combat forces (held in reserve) and use with air to rapidly drive a shallow and/or deep flank counterstroke in order to swing in behind and roll-up Blitz offensive in detail (counterstroke launched while adversary is moving forward).

Idea

- Smash Blitz offensive by inconspicuously using fast tempo/fluidity-of-action and cohesion of counter-Blitz combat teams as basis for shifting of forces and quick focus of air and ground effort to throttle momentum, shatter cohesion, and envelop Blitz in order to destroy adversary's capacity to resist.

BLITZ AND COUNTER-BLITZ

Main Features and Emphasis

- Intelligence and recce Action
- Infiltration/penetration and isolation
- Ambiguity, deception, speed, and violence to generate surprise and shock
- Schwerpunkt philosophy
- Acceptance of "gaps" and (related) "risks" in support of schwerpunkt philosophy
- Echelon-in-depth (offense and defense)
- Reserves reconstituted and accumulated (at all levels) to support or generate success
- Posture of positions, alternative positions, dummy positions and roving positions to mask maneuvers and intentions

ALBANY TIMES-UNION 4 May 1984 (9) Pg. 1

Weapons systems repair will cost '\$1 trillion'

By Knut Royce

Washington Bureau

WASHINGTON — Air Force weapon systems are so shoddily built that it will cost an additional \$1.2 trillion, or nearly enough to retire the current national debt, to repair and maintain them over their 30-year life cycle, the service's maintenance chief has told defense contractors.

In two recent unnoticed speeches before the contractors, Gen. James P. Mullins, commander of the Air Force Logistics Command, said the unreliability of the weapon systems is not only costly but could result in many more combat losses during a war.

Much of the blame, he said, falls on the Air Force, which he accused of "somehow accepting the lack of reliability as an inherent given of high technology weapon systems."

His unusually blunt attack on the quality of workmanship underscores a growing concern in the Pentagon that the new high-tech weapon systems rolling off the assembly lines are creating severe budgetary and manpower problems. Expenses for spare parts are outstripping growth in overall defense spending, and the services have had to hire a growing number of civilian technicians, who are not bound to stay on the job during wartime, to maintain the systems.

"In terms of wartime tasking," he said, "system reliability is the single most important limiting factor. That's why, given our typical system reliability today, instead of sending one airplane to do a particular job, we'd often have to send several to achieve the same probability of success."

The Air Force's cost of airplane and missile spare parts, together with the cost of fixing engineering defects and the overhead for the equipment, is \$6 billion this year and is expected to grow to \$8.25 billion next year. The operations and maintenance cost for these repairs is likely to grow from \$7.5 billion this year to \$9.5 billion next year.

If these costs for repairs were eliminated, he said, this would free 20 per cent of the entire Air Force budget for other uses.

"And over a 30-year weapon system life cycle period, assuming just a 5 percent inflation rate, the savings would amount to \$1.238 trillion," he said. A spokesman in the Treasury Department said the national debt as of May 1 was \$1.489 trillion.

Mullins first gave the speech, a copy of which has been obtained by the Hearst Newspapers, before the Martin Marietta Aerospace Club in Denver on April 17. He repeated the speech to electronics contractors during a symposium on electronic warfare sponsored by the Air Force Association on April 26.

Mullins compared the Air Force's acceptance of unreliability as a fact of life to what he said was a similar attitude American consumers have toward unreliability in automobiles.

Contrasting the quality of workman-

ship between American and some foreign auto manufacturers, he said, "These defects (in U.S. cars) have occurred because we haven't tried hard enough to design them out."

"That's why each year, with energy costs as high as they are, Americans still only spend about \$6.5 billion on gas and oil, while they spend a whopping \$26 billion on auto repairs," he said.

He said that it was a similar "mind-set" that was "responsible for the degradations that we're now seeing in weapon system readiness and sustainability."

Last year, former Deputy Secretary of Defense Paul Thayer charged that shoddy work and unrealistic contractual specifications added from 10 to 30 percent to the purchase cost of weapon systems.

NEW YORK TIMES
9 May 1984 Pg. 8

Mrs. Kirkpatrick Plans Tour

WASHINGTON, May 8 (Reuters) — Jeane J. Kirkpatrick, the chief United States delegate to the United Nations, will visit China, Malaysia, Thailand, Singapore and the Philippines this month, the White House spokesman, Larry Speakes, announced today. He said Mrs. Kirkpatrick would leave May 11 and return May 31.

LOS ANGELES TIMES
8 May 1984 (9) Pg. 1

U.S., Bonn Bar NATO Missile Moratorium

By ROBERT C. TOTH,
Times Staff Writer

WASHINGTON—The United States and West Germany on Monday firmly rejected a surprising call by Italian Prime Minister Bettino Craxi for a moratorium on deployment of U.S. Pershing 2 and cruise missiles in Europe if the Soviet Union returns to suspended intermediate-range nuclear arms talks in Geneva.

Craxi, Italy's first Socialist prime minister, made the proposal, which was initially ignored, while visiting Lisbon last Thursday. He is reported to have said, "A clause on suspension (of deployments) should naturally come into effect at the moment that NATO, the Warsaw Bloc, the United States and the Soviet Union are able to sit at the negotiating table" to resume the talks, which the Soviets broke off late last year.

Amid fear that the North Atlantic Treaty Organization decision to deploy the intermediate-range missiles might begin to unravel as a result of Craxi's proposal, the State Department said the United States rejects "the concept of a moratorium or pause." It said a moratorium could seriously hinder negotiations with Moscow to limit or eliminate intermediate-range nuclear missiles in Europe.

Soviet Incentive Questioned

Because the Soviets already have emplaced 378 of their SS-20 missiles of this type, they would enjoy a massive advantage in weapons and thus would have no incentive to reach an agreement, a State Department spokesman said.

Also in Washington on Monday, West German Foreign Minister Hans-Dietrich Genscher said that Craxi made a "very dangerous" proposal that would reward the Soviets simply for returning to the Geneva negotiations. Deployment

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SOVIET...Continued

ference about the Soviet naval exercise, he made light of it as "nothing more" than the usual springtime war games.

More than most, President Reagan should know his remark was nonsense. Treating voters as too delicate to know the truth could be downright dangerous by inadvertently helping the Gromyko-Ustinov campaign to overawe the West.

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